

EM LESSONS LEARNED AT THE EAST TENNESSEE TECHNOLOGY PARK

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EM LESSONS LEARNED AT THE ETTP

Acquisition and Contract Language

1. Statement of Work (SOW)
 - Document the initial condition of a facility
 - Document the end points,
 - Specify reports that are to be prepared

EM LESSONS LEARNED AT THE ETPP

2. Avoid providing warranties or guarantees on equipment, systems, or regulatory documentation
 - Transfer Items “as is.”
 - Allowed full access beforehand to assess/determine conditions.
3. Identify all of the appropriate standards for the project (Work Smart Standards).
 - Specify reports that are to be prepared

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4. ES&H audits on the contract should be planned for
 - Unit price adjustment mechanism can be used in fixed price contracts
5. Include a Penalty clause for ES&H violations
 - Provides an avenue to address multiple violations
 - Severe violations may be subject to penalty on each occurrence

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Contract Administration

1. Administer and document with the mindset that you're going to court!
 - The expectation of legal proceedings = rigor
 - Document every meeting and every phone call

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2. Develop a Contract Administration Plan every time!

- Contracting Officer Representatives' (COR) roles and responsibilities
- Coordination among the contract administration team
- Measurement of performance including cost and quality
- Institutionalizes contract administration for each project at a given site.
- Identifies resource requirements prior to contract award and execution.

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3. Claims consume resources
 - Plan and staff for claims (surge capacity)
4. A contractor orientation briefing/introductory meeting is mandatory
 - Set the tone and immediately establish a professional business atmosphere for the project.
5. The Contracting Officer (CO) and COR should meet daily

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Project Management and Resources

1. Project personnel walking the floor daily
 - keep up with the progress
 - provide the appropriate oversight to the project
 - provide accurate measurement of activities and progress
 - minimize surprises

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2. Plan for staff losses due to retirements (and regular attrition)
 - succession planning
 - training existing staff
 - (limited and focused) hiring
 - DOE-direct contracts will require trained DOE staff

Experienced and competent contract managers are required for successful closure projects irrespective of the contracting approach.

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3. Understand work force/union issues up front
4. Contingency funds within the project baseline
 - Baseline Change Control Process
 - Project contingency with an agreed upon threshold

EM LESSONS LEARNED AT THE ETTP

- The lessons learned on this project were generated by the project and contract personnel.
- Many of the lessons have already been applied.
- We're Confident that these lessons can be implemented in the OR EM program, but we have doubts on a broader application.